THE EFFECT OF REWARD AND PUNISHMENT IMPLEMENTATION ON EMPLOYEE PERFORMANCE AT THE GORONTALO FOOD AND DRUG SUPERVISORY OFFICE

Raflin Hinelo[1], Robiyati Podungge[2], Husain Ambo[3]*

[1,2,3]Fakultas Ekonomi, Universitas Negeri Gorontalo, Indonesia

ARTICLEINFO	ABSTRACT
Keywords: Employee performance; Reward; Punishment.	This study aims to determine the effect of reward and punishment on employee performance at the POM Office in Gorontalo both partially and simultaneously. The population in this study was all employees of the POM Center in Gorontalo. Using descriptive and verficative techniques. The population in this study was the entire ASN of the Gorontalo POM Hall as many as 51 employees. The results of the study proved that the t reward test has a significant influence on employee performance, while punishment does not have a significant effect. Based on the f test, the variables of reward and punishment together had a significant effect on the performance of employees of the POM Center in Gorontalo. For the adjusted coefficient of determination test or Adjusted R Square, which is 0.761, it means that 76.1% of the variation of all free variables (reward and punishment) can explain the dependent variables (employee performance), while the remaining 23.9% is explained by other variables that were not studied in this study.
E-mail: husainambo@gmail.com	

1. INTRODUCTION

At this time, all organizations, both government and private, demand that all human resources have broad insight and qualified, creative, and innovative abilities in order to compete in the global era, so it is very important to continue to improve the quality of human resources in Indonesia. In the sustainability of an organization, the management of human resource management is central and important. Follet in Sustenance (2021: 2) posits that human resource management is an art to achieve organizational goals through the arrangement of other people to carry out various necessary jobs, or in other words not to do the works themselves.

Good human resources will produce good performance as well, on the contrary, if the human resources are not good, they will produce poor performance. Mangkunegara in Dzulqarnain (2021: 40) stated that performance is the result of work that in quality and quantity has been achieved by an employee or employee in carrying out his duties in accordance with the responsibilities that have been given to him. What is meant by quality here is seen in terms of cleanliness, subtlety and accuracy in carrying out its duties and work. Meanwhile, what is meant by quantity is seen from the large number of jobs that must be completed by the employee or employees.

Likewise with human resources in a government agency in Indonesia. They as executors of the bureaucracy and as public servants must participate in carrying out service duties and other government duties effectively and efficiently. In order to realize this, the government has created a management system for civil servants as stated in Government Regulation Number 17 of 2020. The civil servant management system is based on a merit system that has been regulated by the

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Government Regulation of the Republic of Indonesia Number 17 of 2020. Civil servant management based on the merit system is expected to produce civil servants who are professional, have basic values, professional ethics, are free from political intervention, clean from corrupt practices, collusion, and nepotism in the context of carrying out public service duties, government tasks and certain development tasks. The success or failure of the merit system can be judged by the performance of its civil servants, if the average civil servant has a good performance value, then they succeed in realizing or achieving the merit system. The management of these civil servants must be pursued effectively and efficiently.

The relationship between ASN and improving employee performance within government organizations, namely one of the long-term development vision programs 2005-2025, namely independent, developed, fair, and prosperous, towards the third stage of the National Medium-Term Development Plan (RPJMN) for 2015-2019, to carry out bureaucratic reforms towards increasing ASN resources in carrying out the task of providing services to the community in a professional manner, transparent and accountable to achieve good governance. To achieve the goal of successful Bureaucratic Reform in every organization in the government, one of them is the implementation of rewards. Hasibuan in Utama (2020: 103) states that a reward or reward is all income in the form of money, direct or indirect goods that employees receive in return or services provided to the company. Government organizations realize the implementation of rewards or awards that have an impact on employee career improvement, given on the basis of employee achievements in the form of prizes in the form of promotions, promotions to positions and others related to improving employee performance, with the aim of creating employee motivation to excel in motivating employee job satisfaction.

In addition to the implementation of Rewards, government organizations implement Punishment to improve employee performance. Sondang (2015: 269) argues that Punisment is the provision of sanctions or penalties for violations for those who violate the established rules, should not be discriminated against, whether superiors or subordinates, young or old, men or women are still enforced the same in accordance with applicable regulations. Punishment is regulated in Government Regulation No.94 of 2021 concerning ASN Discipline, to be realized in the enforcement of ASN discipline. Discipline is the observance and obedience to rules or regulations if they are not obeyed and violated and subject to disciplinary sanctions. So the problem is how the reward can be realized in accordance with the ASN Law and Government Regulation No.94 of 2022 can be implemented vigorously and firmly.

The two regulations mentioned above, as a basis for carrying out civil servant personnel management regarding rewards and punishments of their nature so that they are interrelated with each other and balanced running together, will create a change in motivation and satisfaction with improving employee performance. This is the focus of implementing rewards and punishments in this study. The implementation of rewards and punishments given within the POM Center in Gorontalo requires structuring the reward and punishment system to be implemented fairly from the lower level to the helm in accordance with the burdens and risks of employees. This is of course the rewards given by outstanding employees are expected to be fair and wise. Fair and wise is to treat rights and obligations in the implementation of rewards and punishments, in a balanced, impartial manner and not harming employees who get rewards or punishments.

Based on preliminary observations in the attendance data of POM Hall employees in Gorontalo in 2021, it can be explained that the employees of the POM Center in Gorontalo did not fully carry out the tasks assigned by the work unit properly and enthusiastically. This can be seen from the number of employees who are late every month. This level of attendance is the benchmark for employee performance in the work unit. If absenteeism experiences an increase

in late employees, it means that employees do not work optimally in the work unit. In addition to attendance data, the author made preliminary observations on the 2021 performance report at the POM Center in Gorontalo. Overall, the POM Center in Gorontalo is able to achieve the performance targets that have been set, but there are some strategic targets that have not reached the predetermined targets.

The strategic target that has not yet reached the target is the strategic target at number one, namely the realization of qualified medicines and food in the BPOM work area in Gorontalo. Where the indicator of the percentage of safe and quality food based on the results of supervision has not reached the predetermined target. This indicates that work effectiveness is still not optimal because the completion of work is not in accordance with the time and goals that have been set before. Another strategic target that has not reached the target is the optimal UPT management and information index indicators. This is due to the low utilization of web-based applications by employees at the POM Center in Gorontalo. This indicates that there is still a lack of employee independence because this problem will not actually occur if employees have independent work initiatives.

Based on the description above, the author intends to analyze the extent of the influence caused by the implementation of rewards and punishments on employee performance. The next study was embodied in the research "The Effect of Reward and Punishment Implementation on Employee Performance at the Gorontalo Food and Drug Supervisory Office".

2. METHOD

The research methods used by the authors in this study are descriptive methods and verifiable methods to determine the influence between variables. This study aims to determine the effect of reward (X1), punishment (X2) on performance (Y). The object of this study was an employee of the POM Center in Gorontalo.

The data collection method in this study used questionnaires regarding rewards, punishments and several other methods that could provide information on the performance of pom center employees in Gorontalo. Before the research instrument was used to take research data, the instrument was first carried out for validation and reliability testing (Duwi Priyatno, 2014).

All employees of the POM Center in Gorontalo, which numbered 51 people, were the population used in this study. Data collection techniques were used in this study, to collect data according to research procedures so that the required data was obtained. Data collection techniques in this study were carried out by interviews, questionnaires and observations (Sugiyono, 2012: 193-194).

3. RELUST AND DISCUSSION

The respondents in this study were 51 employees at the Gorontalo POM Center. The majority of respondents were female, namely 28 people (54.9%). Based on age, the majority of respondents aged 2 6 - 35 years were 32 people (6 2.75%). The majority of respondents have a working period of > 5 years, namely 2 4 people (4 7.06%) andthe majority have an S1 education, namely 37 people (72.55%).

3.1 Reliability Test

Measurements that have high reliability are measurements that are able to provide reliable (reliable) measurement results. The reliability test results can be seen in the following table:

Table 1. Research Variable Reliability Test

Variable	Coefficient of Reliability	Reference Numbers	Information	Status
Reward	0,958	0,6	*The value of Cronbach Alpha* is greater than the value of 0.6	Reliable
Punishment	0,963	0,6	*The value of Cronbach Alpha* is greater than the value of 0.6	Reliable
Performance	0,977	0,6	*The value of Cronbach Alpha* is greater than the value of 0.6	Reliable

Source : SPSS Processed Data, 2022

Based on the results of the analysis using the *alpha croncbach* technique as presented in the table above for each variable, the values of the reliability coefficients of *Reward* (0.958), *Punishment* (0.963) and Performance (0.977) were obtained. The value of the *Cronchbach Alpha* coefficient is greater than the predetermined benchmark value of 0.6. This shows that the instruments used in their respective variables (*reward, punishment* and performance) in this study can be used for further research.

3.2 Multiple Regression Analysis

The magnitude of the influence of free variables with bound variables can be calculated through a multiple regression equation. Based on calculations through a computer using the SPSS program, the following regression results were obtained:

Table 2. Multiple Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	15.752	7.275		2.165	.035
	Reward	.565	.169	.577	3.345	.002
	Punishment	.293	.158	.319	1.847	.071

a. Dependent Variable: Kinerja

Based on Table 2, the form of the regression equation model for the effect of *reward* and *punishment* on employee performance is as follows:

$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$

$Y = 15.752 + 0.565 + 0.293 + e$

Information

Y = Employee Performance

X1 = *Reward*

X2 = *Punishmnet*
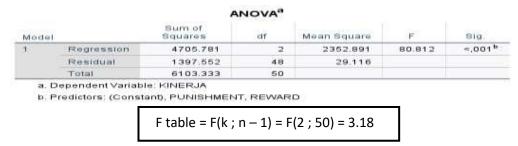
Based on the equation, it can be explained as follows:
a) The constant coefficient of 15.752 means that if the variable values of *reward* and *punishment* are equal or fixed, then the employee's performance is equal to 15.752.
b) The regression coefficient of the reward variable (X1) is 0.565 in a positive direction, meaning that if the reward variable is increased, employee performance (Y) will also increase by 0.565 (56.5%).
c) The regression coefficient of the punishment variable (X2) is 0.293 in a positive direction, meaning that if the punishment variable is increased, employee performance (Y) will also increase by 0.293 (29.3%).

3.3 Simultaneous Test (F Test)

The results of the calculation of the F test can be seen in the following table:

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Table 3. F Test Calculation

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4705.781	2	2352.891	80.812	<,001ᵇ
	Residual	1397.552	48	29.116		
	Total	6103.333	50			

a. Dependent Variable: KINERJA
b. Predictors: (Constant), PUNISHMENT, REWARD

$$\text{F table} = F(k ; n - 1) = F(2 ; 50) = 3.18$$

From the results of the analysis above, an F-count value of 80.812 was obtained. The F-table value at a significance level of 5% and a numerator-free degree (dfl) of 2 and a denominator-free degree (df2) is 3.18. When compared with this F value, then the calculated F-value obtained before is still much larger than the F-table value. A significant rate of 0.001 < from 0.05. This means that simultaneously *the variables reward* (XI) and *punishment* (X2), have a simultaneous significant effect on employee performance at the Gorontalo POM Center. From these results, the test criteria are F calculate > F table or P value < α which means Ho is rejected and Hl is accepted. Thus, the hypothesis of the F test together with independent variables has a positive and acceptable effect, the direction of the positive F test anova means that the free variable has a significant influence on the performance of employees of the Gorontalo POM Center. Thus, it can be concluded together that *the reward* and *punishment* indicators will improve employee performance at the Gorontalo POM Center.

3.4 t-test

This *t-test* is intended to determine the partial (individual) influence of leadership style, *reward* and *punishment* on employee performance. Test calculation results t can be seen in table 4.

Table 4. Calculation Test t

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.752	7.275		2.165	.035
	REWARD	.565	.169	.577	3.345	.002
	PUNISHMENT	.293	.158	.319	1.847	.071

a. Dependent Variable: KINERJA

$$\text{t table} = t (a/2 ; n - k - 1) = t (0,025 ; 48) = 2,011$$

Source: Primary data (ordinal data) and processed in SPSS statistics 27. 2022

Known value of Sig. for the effect of *reward* (XI) is 0.002 < 0.05 and t count 3.345 > t table 2.011. Thus the hypothesis for H1 (reward variable) has an effect. Thus the first hypothesis (H1) can be proved or accepted. Thus, the hypothesis of the reward variable t test has a partial effect on the performance of employees at the Gorontalo POM Center (the calculated t value is greater than the t table) In other words, the *reward* indicator used as a benchmark can be responded well by respondents.

$$\text{t table} = t (a/2 ; n - k - 1) = t (0,025 ; 48) = 2,011$$

It is known that the value of Sig. for the effect of *punishment* (X2) is 0.071 > 0.05 and t count 1.847 < t table 2.011. Thus the hypothesis for H2 (the punishment variable) has no significant effect. Thus the second hypothesis (H2) is rejected. Thus, the hypothesis of the punishment

variable t test does not have a significant influence (the calculated t value is smaller than the t table) meaning that *punishment* does not have a partial significant effect on the performance of employees at the Gorontalo POM Center.

3.5 Correlation and determination coefficient testing (R²)

Analysis of the coefficient of determination for *reward* and *punishment* for employee performance is carried out using the SPSS program with the form of SPSS output as stated below:

Table 5. Calculation Results of the Value of the Coefficient of Determination (R²)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878ᵃ	.771	.761	5.396

a. Predictors: (Constant), PUNISHMENT, REWARD

Source: Primary data (ordinal data) and processed in SPSS statistics 27. 2022

The results of the regression estimation calculation, obtained the value of the adjusted coefficient of determination or Adjusted R Square, which is 0.761, meaning that 76.1% of all independent variables (*reward* and *punishment*) can explain the dependent variables (employee performance), while the remaining 23.9% is explained by other variables that were not studied in this study.

4. CONLUSION

Based on the results of the study, it is indicated that the rewards applied at the POM Hall Office in Gorontalo have been very well felt by all employees. The rewards given today affect employee performance. For the application of punishments applied by work units, it has not been able to have a significant impact on employee performance. For the implementation of Reward and punishment together, it has been proven that there is an influence between reward and punishment on employee performance. Thus, it can be concluded together that the reward and punishment indicators will improve employee performance at the Gorontalo POM Center.

Based on the conclusions above, researchers can provide suggestions in this study, namely for the reward of work unit leaders must be more communicative with employees, leaders must give praise to their employees more often. For punishment, the Head of the Work Unit must mentor employees who usually violate discipline, for example, often arriving late to the office. For employee performance, work unit leaders must further motivate employees to work more enthusiastically to achieve the targets set by the work unit.

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